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IN REPLY REFER TO

AD 871122

AGDA (M) (16 Jun 70)

FOR OT UT 701144

18 June 1970

SUBJECT: Operational Report - Lessons Learned, Headquarters, 160th Signal Group, Period Ending 31 January 1970

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Kenneth G. Wickham

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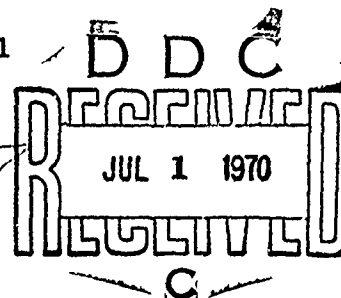
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DEPARTMENT OF THE ARMY
HEADQUARTERS, 160TH SIGNAL GROUP
APO San Francisco 96491

SCCPV-UG-OP-PT

15 February 1970

SUBJECT: Operational Report - Lessons Learned of 160th Signal Group for
Period Ending 31 January 1970, RCS CSFOR-65 (R2)

SEE DISTRIBUTION

1. Section I, Operations: Significant Activities.

a. General: This is the eleventh report to be submitted by this group since its arrival in the Republic of Vietnam (RVN) on 30 April 1967. The organization, mission and functions of the group remain unchanged.

b. Personnel: The group's assigned strength (3460) is slightly above the authorized strength (3364). Total number of incoming personnel exceeded those during the last quarter (853 vs 1075) while the total number of personnel outgoing fell short of those during the last quarter (947 vs 669). There were 3460 personnel assigned as of the end of this reporting period, which represented an increase of 340 personnel over the previous reporting period.

(1) The group also processed 1038 incoming and 613 outgoing enlisted personnel as follows:

UNIT	NOV		DEC		JAN		TOTAL		NEXT QTR	
	GAIN	LOSS	GAIN	LOSS	GAIN	LOSS	GAIN	LOSS	GAIN	LOSS
HHD	17	7	15	11	11	13	43	31	12	-
69th	37	23	42	37	126	36	205	96	109	-
44th	227	72	140	51	59	171	426	294	132	-
40th	91	20	58	23	48	31	197	74	123	-
221st	0	11	0	17	0	10	44	38	-	38
57th	14	23	11	10	19	19	44	52	-	8
USATF	5	3	4	11	9	8	18	22	-	4
SEAPC	2	3	3	0	0	3	5	6	-	1

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701144
Inclosure

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(2) The group also processed 33 incoming and 51 outgoing officer personnel as follows:

<u>UNIT</u>	<u>NOV</u>		<u>DEC</u>		<u>JAN</u>		<u>TOTAL</u>		<u>NEXT QTR</u>	
	<u>GAIN</u>	<u>LOSS</u>	<u>GAIN</u>	<u>LOSS</u>	<u>GAIN</u>	<u>LOSS</u>	<u>GAIN</u>	<u>LOSS</u>	<u>GAIN</u>	<u>LOSS</u>
HHD	5	2	5	4	4	5	8	11	-	3
40th	1	0	0	1	2	2	3	3	-	-
44th	1	3	0	3	3	4	4	10	-	6
69th	1	3	3	4	0	4	4	11	-	7
221st	2	0	1	2	1	3	4	5	-	1
57th	0	3	3	4	0	0	3	7	-	4
USATF	0	1	1	0	0	1	1	1	-	-
SEAPC	0	0	0	0	0	0	0	0	-	-

(3) During the quarter, enlisted promotion allocations were distributed as follows:

<u>UNIT</u>	<u>E-9</u>	<u>E-8</u>	<u>E-7</u>	<u>E-6</u>	<u>E-5</u>	<u>E-4</u>	<u>TOTAL</u>	<u>LAST QTR</u>
HHD	0	1	0	1	7	19	28	28
40th	0	0	1	3	25	102	131	2
44th	0	1	1	4	71	142	218	175
69th	0	1	1	5	23	106	136	132
221st	0	0	0	0	13	27	40	0
57th	0	0	0	1	36	45	82	65
USATF	0	0	0	0	2	4	6	5
SEAPC	0	0	0	0	0	1	1	0

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(4) During this period, the following awards were approved for group personnel:

	<u>NOV</u>	<u>DEC</u>	<u>JAN</u>	<u>TOTAL</u>	<u>LAST CTR</u>
LOM	0	1	2	3	3
SM	0	0	0	0	0
BSM "V"	0	0	1	1	0
BSM	50	68	47	165	114
AM	0	0	2	2	2
ACM "V"	0	1	0	1	0
ACM	94	103	131	328	267
PH	1	6	3	10	0
TOTAL	145	179	186	510	385

(5) As of 31 January 1970, the assigned strength for the group headquarters was as follows:

<u>OFF</u>	<u>WO</u>	<u>EM</u>	<u>TOTAL</u>	<u>LAST CTR</u>
32	6	136	174	176

(6) The following Information Office (IO) program statistics are furnished:

(a) Thirty-three IO press releases and 26 accompanying photographs were forwarded to the 1st Signal Brigade; many of these releases were printed in the COMMUNICATOR, ARMY TIMES, STARS AND STRIPES, ARMY REPORTER, and the COMMUNICATIONS DIGEST.

(b) Six hundred seventy five hometown news releases (DA Form 1526) were forwarded to 1st Signal Brigade -- 229 in November, 193 in December, and 253 in January 1970.

(c) The quota assigned by the 1st Signal Brigade for the reporting period was 738 HTNRs. During this period, the group filled 91% of its quota.

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(7) Key personnel of the group headquarters include:

(a) Commanding Officer - COL Bernard J. Pankowski

(b) Deputy Commander - LTC Joseph C. Racke

(c) S-1/Adjutant - CPT John D. Hruza

(d) S-2 - 2LT Robert Z. Kaczmarek

(e) S-3 - MAJ Thomas L. Lamb

(f) S-4 - MAJ Frederick R. Karch

(g) Operations Officer - LTC Ellis A. Palmer

(h) Chief, Systems Engineering and Analysis Officer - MAJ Robert D.
Dellus III

(i) Chief, Commcen Engineering and Analysis Officer - CPT James H.
Cooper

(j) Telephone Management Officer - MAJ Donald A. Boyce

(k) Command Sergeant Major - CSM Sam M. Garrett

c. Intelligence: None.

d. Operations:

(1) During the reporting period, Operation Order 6-69 was published assigning defense missions to subordinate units for defense of the 160th Signal Group Sector of Long Binh which encompasses approximately five kilometers. The Group also published OPLAN 1-70 (Rear Area Security and Area Damage Control) to minimize the loss to friendly troops in the event of attack by hostile forces.

(2) During the reporting period, units of the 160th Signal Group were visited by the following officials and distinguished guests:

(a) On 1 December 1969, the 160th Signal Group Headquarters was visited by COL Dorward W. Ogden, Commanding Officer, 12th Signal Group (Designate).

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(b) On 2 December 1969, the 160th Signal Group was visited by COL Doyne Martin, Deputy J-6, MACV (Designate). The official party consisted of COL Victor Penuel, COL Aubrey Gaskins and COL Albert C. Johnson.

(c) On 9 December 1969, MG Chalerm Sudhirak, Chief Signal Officer, Royal Thai Army, visited the 160th Signal Group. The official party consisted of COL Tawee Chandaratip, COL Pratip Jayapanis, COL Bunturung Amatayakul, COL Phachuab Ampun and LTC Phillip L. Newton.

(d) During January 1970, the 160th Signal Group hosted a visit by the President's Blue Ribbon Panel. The visiting dignitaries included MG Thomas M. Rienzi, Commanding General, 1st Signal Brigade, Mr. Robert C. Hackson, Chairman of Ryan Aeronautical Co. and Continental Motors Corp., Mr. Lewis P. Powell, Attorney and Industrialist, and Mr. William Howard, Staff Coordinator.

(e) COL James P. Mattern, Commanding Officer, 21st Signal Group (Designate) visited the 160th Signal Group during 15 - 16 January 1970.

(f) Also during the reporting period, BG Jack A. Albright, Deputy Commanding General, 1st Signal Brigade, visited all outlying sites of the 57th Signal Company.

(g) MG Thomas M. Rienzi, Commanding General, 1st Signal Brigade, visited all working areas of the 160th Signal Group in the Long Binh - Saigon area on Christmas Eve to personally wish the soldiers a Merry Christmas and distribute gifts.

e. Organization:

(1) There were no US Army Strategic Communications (USASTRATCOM) General Orders (GO) received during the reporting period.

(2) The following is a list of assigned units (See also Inclosure 1):

(a) 40th Signal Battalion (Const).

(b) 44th Signal Battalion.

(c) 69th Signal Battalion.

(d) 57th Signal Company (COMSEC Log Spt).

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(e) Southeast Asia Pictorial Center (SEAPC).

(f) 221st Signal Company (Pictorial).

(g) US Army Training Facility (USATF).

(3) During this period, MAJ Lamb, Force Development Officer of the 160th Signal Group, was sent TDY to Department of the Army in Washington to assist in the processing of 1st Signal Brigade documents including all units of the 160th. All units were approved by DA and working copies were brought back by MAJ Lamb upon his return. The new authorization documents will become effective 1 March 1970.

f. Training: Personnel of the group participated in the following training programs:

(1) Enlisted personnel successfully completed the following courses at USATF, 1st Signal Brigade (USASTRATCOM).

<u>COURSE</u>	<u>GRADUATES</u>
AN/GRC-106 Maint	2
AN/TRC-24	2
Cable Splicer	26
PCM (HICAPS) Opr	4
PCM (HICAPS) Maint	8
PCM (MEDCAP) Opr	4
System Control	3
TP Installation & Repair	18
TP Key System Maint	2
KW-7 Maint	2
71H Pers Clerk Refresher	22
PLL	4

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(2) Enlisted personnel received training in the following special areas:

<u>SUBJECT</u>	<u>INSTRUCTOR</u>	<u>ATTENDED</u>
Audio Visual	221st Sig Co	13
Autodin Seminar	USA ASC PLM	12
Field Sanitation	LBP	4
FO Training	160th Sig Gp	15
Generator Maint	MECOM	35
Defensive Drivers' Ed (Instructor)	1st Sig Bde	12
Drivers Education	221st Sig Co	30
PLL	USARV	10
Refrigeration & Air Cond	MECOM	7
HYL-3T/SEC	USASTRA TOOM	7
Stelma Modem MD 701	NHA ASC	4

(3) The 160th Signal Group Legal Officer has conducted a series of classes on Military Justice.

(4) An extensive Mission Essential Training program was conducted to augment CONUS MOS Training and to cross train individuals to fill shortages. The following MOSs were included: 26L, 26T, 31E, 31J, 31L, 31M, 31N, 32D, 35B, 35C, 36E, 36H, 63B, 72B, 72C, 74E, 76U.

g. Logistics: None.

h. Communications: This section of the report is divided into areas of functional responsibility.

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SUBJECT: Operational Report - Lessons Learned of 160th Signal Group for
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(1) Telephone Management:

(a) The following Telephone communications facilities are operated by
Group units at locations indicated:

<u>FACILITY</u>	<u>LOCATION</u>
Long Binh DTE (5000 line capacity)	Long Binh
MACV DTE (3000 line capacity)	Saigon (MACV Hqs)
Tiger DTE (2000 line capacity)	Saigon (MACV I)
MACV EAC (200 line capacity)	Saigon (MACV Hqs)
USARV EAC (100 line capacity)	Long Binh (USARV Hqs)

(b) Telephone System Projects included: Move of SEA TELMA, 1st Sig
Bde rehab, 160th Sig Gp rehab, 39th Sig Bn installation; installed Key
system 1st Log Command; PACEX rehab & installation; relocated another por-
tion of USAECAV; Rehab 3d Field Hospital.

(c) Cable Installation Projects completed MOs, CTOs, and CMOs:

<u>LOCATION</u>	<u>SIZE (PAIR)</u>	<u>AMT FEET</u>
MO 85-69 Long Binh	600	650
MO 119-69 Long Binh	Rehab	
MO 124-69 Saigon	600	7,000
MO 131-69 Saigon	200	3,400
MO 135-69 Saigon	200	400
MO 137-69 Long Binh	50	6,000
MO 139-69 Long Binh	600	4,000
MO 143-69 Saigon	Pole line move	
MO 146-69 Long Binh	50	4,200
MO 147-69 Saigon	50	1,000

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MO 139-69 Long Binh	600	4,000
MO 143-69 Saigon	Pole line move	
MO 146-69 Long Binh	50	4,200
MO 147-69 Saigon	50	1,000

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<u>LOCATION</u>	<u>SIZE (PAIR)</u>	<u>AMT FEET</u>
MO 32-69 Long Binh	WD108	2,260
MO 12-70 Long Binh	AMSF fence	
MO 17-70 Long Binh	Tropo site cable reclaim	
MO 19-70 Long Binh	100	60
MO 178-69 Long Binh	200	200
CTO 24-69 Ban Me Thout	100t25 Rehab 32,480	100
CTO 26-69 Chu Lai	25	8,400
CTO 33-69 Phouc Vinh	25	26,000
CTO 34-69 Da Nang	100pr, 600pr, 400pr, 200pr	3,735
CTO 78-69 Phu Tai Valley	30	16,000

(d) Mainline fill is as follows compared to last quarter:

- 1 LBN DTE - 3750, increase of 4.5%
- 2 Tiger DTE - 1654, increase of 0.9%
- 3 MACV DTE - 2305, increase of 5.5%

(e) Due to the fact that LBN DTE had over 30% Class A Mainline fill, letters were sent to the Hqs which exceeded the 50% ratio informing them that they would have to give up a stated number of mainlines to be below the 30% ratio. Results were that the Class A ratio dropped to an overall percentage of 28.9% for the LBN DTE.

(2) Systems Engineering and Control:

(a) During the reporting period, the VHF and Pulse Code Modulation (PCM) carrier equipment formed two Defense Communication Systems (DCS) and eight Corps Area Communications Systems (CACS), six multi-channel radio links, and three wide band secure voice circuits.

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SYSTEM DESIGNATOR

TERMINAL LOCATIONS

77UHM4	Long Binh Saigon (Tiger)
77UH17	Tiger - Nha Be
CAW19	Tan Son Nhut - Cu Chi
CAW39	Tan Son Nhut - Di An
CAW40	Long Binh - Phu Loi
CAW41	Tiger - Nha Be
CAW42	Long Binh - Long Thanh North
CAW46	Long Binh - Bien Hoa
CAW58	Tan Son Nhut - Ben Luc
CAW58	Long Binh - USARV

SINGLE CHANNEL WIDE BAND SECURE VOICE

77UH33	MACV - Long Binh
77UH34	MACV - Long Binh
77UH36	MACV - Long Binh

(b) There were two cable carrier Corps Area Communications Systems using PCM equipment.

SYSTEM DESIGNATOR

TERMINAL LOCATIONS

CAR20	Long Binh - Plantation
CAR21	Long Binh - Plantation

(c) There were seven CACS and one DCS microwave (AN/TRC-29) systems in operation providing the following radio links:

SYSTEM DESIGNATORS

TERMINAL LOCATIONS

77UMG3	Long Binh - Tan Son Nhut
CAM90	Long Binh - Phu Loi

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SYSTEM DESIGNATOR

TERMINAL LOCATIONS

CAM91

Long Binh - Bien Hoa

CAM92

Long Binh - Long Thanh North

CAM94

Long Binh - Di An

CCM95

Long Binh - Tan Son Nhut

CCM97

Long Binh - Tan Son Nhut

CCM99

Long Binh - Tiger

(d) Three DCS and one CACS SHF Tropospheric Scatter Systems in operation were as follows:

SYSTEM DESIGNATOR

TERMINAL LOCATIONS

77UT2Y

Tan Son Nhut - Can Tho

77UT73

Tan Son Nhut - Lang Bian Mt.

77UT89

Tan Son Nhut - Pr Line

(e) One AN/TRC-24 (with AN/TCC-3) remains between Long Binh and Cat Lai:

SYSTEM DESIGNATOR

TERMINAL LOCATION

CCH47 TCC-3

Long Binh - Cat Lai

(f) During the Christmas season, special circuits were engineered to enable the Armed Forces Vietnam Radio Network to broadcast live religious services on Christmas Eve. Also, an orderwire line was installed from the AFVN to broadcast live the Bob Hope Show (Operation Holly) at Long Binh.

(g) Numerous outages on AN/GRC-50 systems have prompted the 160th Sig Gp to install a back-up AN/GRC-50 system between Long Binh and Tan Son Nhut. The system is used for re-routing circuits and also for testing spare equipment before using it on a system that is down.

(h) The high rate of the channels of systems of the 160th Sig Gp has forced this Group to forecast how the future demands of subscribers will

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affect this Group's Communication Mission. As a result, the 160th Sig Gp, 2nd Sig Gp, and 1st Sig Bde have initiated a plan for the installation of the AN/TRC-111 High Capacity Microwave System. This last quarter has been spent on determining what systems will be replaced by the AN/TRC-111's. On 31 Dec 1969 their deployment is:

<u>TERMINALS</u>	<u>CHANNEL CAPACITY</u>	<u>SYSTEMS TO BE DEACTIVATED</u>
Long Binh - Tan Son Nhut	96	CCM95, CCM97
Long Binh - Di An	48	CAM94
Long Binh - Bien Hoa	96	CAM91, CAW46
Long Binh - Long Thanh North	96	CAM92, CAW42
Long Binh - Phu Loi	96	CAM90, CAW40

Since the AN/TRC-111 system is new to Vietnam, test shots have been installed at the above terminals and equipment has been tested. Also operators are being trained to handle this new equipment and are getting use to its high channel capacity. Problems encountered so far on the test shots have been operator inexperience and lack of replacement components for defective equipment.

(1) During the period 1 November 1969 - 31 December 1969, the number of telecommunications service orders processed remained at the same level as the last reporting period.

(3) Communications Center Engineering and Analysis:

(a) The Second Quarter ending 31 January 1970 was characterized by a decrease of approximately 358,629 cards in Manual Data Traffic. Transmit traffic was up by 47,386 cards and receive traffic was down by 406,015 cards. Manual traffic was down in both send and receive by 57,011 messages for the quarter.

(b) A comparison of Manual Teletype and Data is shown below:

MANUAL TELETYPE TRAFFIC

	<u>Send</u>	<u>Receive</u>	<u>Total</u>
Messages Previous Quarter	347,695	464,446	812,141
Messages This Quarter	333,474	421,660	755,134

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MANUAL DATA TRAFFIC

	<u>Send</u>	<u>Receive</u>	<u>Total</u>
Cards Previous Quarter	3,908,860	3,873,558	7,782,418
Cards This Quarter	3,956,246	3,467,543	7,423,789

(c) Message precedence assignment continues to be a recurring problem, with unusually large group and card counts in the higher precedences Flash and Immediate. Flash traffic should remain low. Local facilities are checking messages more closely and are notifying the assigners of precedences when they notice possible misuse. Immediate traffic has increased some, but Priority and Routine rose as originators are more conscientious when assigning precedences.

(d) The handling time for each precedence of Terminate Teletype Traffic increased slightly, 2% over the Quarter. Lower precedence messages doubled and required more time to process.

(e) The Service Rate for the reporting period decreased. The improvements are attributed to continual command emphasis on preparing letter perfect Originate Tapes and should continue through the next quarter.

1. Material: None.

j. Ground Defense:

(1) The Group Commander continued to serve as Sector Commander of one of the four major subdivisions of Long Binh Post. During this period, one USARV and one Long Binh Post CPX was initiated on the 160th Signal Group Sector.

(2) AIK Funds were procured from USARV to hire local laborers for the rehabilitation and clearing of the entire Sector's defense barriers. Project was completed 31 January 1970, and rated highly satisfactory by the Commanding Officer, Long Binh Post.

(3) During this period, units subordinate to the 160th Signal Group exchanged their M14 rifles for the new M16. This increased the rate of fire, and standardized ammunition requirements throughout the entire group.

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SUBJECT: Operational Report - Lessons Learned of 160th Signal Group for
Period Ending 31 January 1970, RCS CSFOR-65 (R2)

2. Section II, Lessons Learned: Commander's Observations, Evaluations,
and Recommendations.

a. Personnel:

(1) Observation: A problem area of concern is the non-receipt of officer and enlisted assignment instructions within sufficient time for personnel to make proper arrangements for shipment of holdbaggage and time for the individual to make personal plans.

(2) Evaluation: Although officer and senior enlisted personnel are required to submit preference statements 7 - 9 months prior to DEROS, we have been required to submit monthly reports on Non Receipt of Assignment Instructions on 15 officers for the months of January, February, and March 1970 and 27 senior enlisted men for the months of January, February, March, and April 1970. Senior enlisted personnel are also reported by the Advance Overseas Returnee report. Enlisted Advance Overseas Returnee reports for grades E1-E6 are submitted seven months prior to DEROS month. For the months of January, February, and March 1970, 160 personnel were reported for non receipt of assignment instructions.

(3) Recommendation: That DA forward assignment instructions within 90 to 60 days in advance of individuals' DEROS.

b. Intelligence: None.

c. Operations: None.

d. Organization:

(1) Observation: Participation in the review of Group authorization documents by the Force Development Officer in Washington revealed that preparation of MTOEs/TDAs cannot be accomplished at company level.

(2) Evaluation: Experience acquired from the visit to DA and coordination with ACSFOR, DCSPER and DCSLOG has disclosed that preparation and revision of unit MTOEs and TDAs is a complex task requiring broad experience and extensive coordination. The requirement to balance missions and capabilities with personnel and equipment authorizations and at the same time abide by the standards of grade authorizations and provide for promotion progression, special skill identifiers and all of the ancillary equipment required to accomplish the mission exceeds the capability of company resources.

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SUBJECT: Operational Report - Lessons Learned of 16th Signal Group for
Period Ending 31 January 1970, RCS CSFOR65 (R2)

(3) Recommendations: As the result of Lessons Learned from this visit, it is felt that the following techniques should be adopted by all units of battalion size or larger:

(a) Unit authorization documents should be revised only when there is a significant change in the mission.

(b) An experienced officer should be appointed as Force Development Officer.

(c) A TAADs Review Board should be appointed consisting of experienced officers and NCOs in the personnel, logistics and operations fields and competent representatives from the unit whose authorization document is being revised.

(d) Initial recommendations for changes to the TOE/TDA should originate with the unit commander and then be turned over to the review board for processing and preparation in the proper format for submission.

(e) An annual review of TOEs/TDAs should be made by the TAADs Review Board to determine if sufficient changes are required to justify revision. If not, a memorandum should be made and retained on file indicating those changes that are required to facilitate future revisions.

(f) Every effort should be made to preclude initiation of TOE/TDA changes solely for the purpose of satisfying the present commander's desires concerning the structure of the unit, since in most cases the present commanders will have departed prior to approval of changes. DA regulations permit unit commanders to restructure their unit within authorized allowances in order to facilitate accomplishment of the unit mission.

e. Training: None.

f. Logistics: None.

g. Communications:

(1) Observation: In some instances outages involving special data quality, emergency action console, telecommunications, and voice circuits were being blamed on defective cables. No extensive cable testing had been conducted on any of the Long Binh or Saigon cables, therefore, no determination of the quality of the existing cables had been made. As a result, we were unable to determine if the cables were actually the reason for the outages.

SCCFV-UG-OP-PI

SUBJECT: Operational Report - Lessons Learned of 160th Signal Group for
Period Ending 31 January 1970, RCF CSFOR-65 (R2)

(2) Evaluation: There are too few experienced cable splicers that have sufficient knowledge to complete a detailed and comprehensive cable testing program. In addition, adequate cable testing equipment is not available in quality or quantity. Further, programs of instruction at service schools and in technical manuals are not current; consequently, personnel are not adequately trained to perform their mission.

(3) Recommendations: That due to the increasing emphasis being placed upon the communications media, i.e., cable to carry special data quality, emergency action console, and numerous other high speed and high quality circuits, a crash program be developed to adequately train personnel in the operation and maintenance of the newer types of cable test equipment. Further, the quality and quantity of test equipment required to do the job must be placed into the supply system. TOEs and TDAs must be updated to include authority for the required test equipment. The Army must write manuals explaining what tests are required, how the tests are conducted, how to operate the test equipment, develop standards, and most important, explain what the test equipment results mean, what are the probable causes if certain results are obtained, and what has to be done to correct the problem.

h. Material: None.

i. Other: Ground Defense:

(1) Observation: During the pre-Tet period, 1 January 1970 to 31 January 1970, a definite improvement in the defensive posture and initiative of subordinate units was observed. Tenant units, with no active defensive commitments, willingly solicited assistance on tactical procedures pertaining to their local security. All perimeter units initiated and completed programs of defensive barrier and bunker rehabilitation. To augment the standard defense measures, units mounted mobile patrols during the hours of darkness, prepared and occupied listening posts, and installed searchlights in areas that were insufficiently lighted.

(2) Evaluation: From the above indications, the increase in defensive readiness is directly proportional to the validity of available intelligence, or a significant historical period in the enemy's method of warfare.

SCCPV-UG-OP-PT

SUBJECT: Operational Report - Lessons Learned of 160th Signal Group for
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(3) Recommendations: It is recommended, to maintain a high state of morale and vigilance, that:

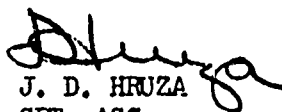
(a) All pertinent intelligence concerning the enemy's offensive capabilities and intentions be disseminated down to the lowest level of command on a real time basis.

(b) Rehabilitation projects concerning defensive barriers and bunkers should be conducted on a continuous basis, rather than the crash program method.

(c) Premature or "standard" increases in the defensive posture should be avoided to preclude the subsequent let down or relaxing of defensive posture.

FOR THE COMMANDER:

1 Incl
Organization Chart


J. D. HRUZA
CPT, AGC
Adjutant

DISTRIBUTION:

- 10 - CG, 1st Sig Bde
- 3 - CG, USARV, ATTN: AVHGC-DST, APO 96375
- 2 - CINCUSARPAC, ATTN: GPOP-DT, APO 96558
- 1 - CG, USASTRATCOM, Schofield Brks, APO 96557

SCCPV-OP-AD (15 Feb 70) 1st Ind
SUBJECT: Operational Report for Headquarters, 160th Signal Group for
Period Ending 31 January 1970, RCS CSFOR-65 (R2)

DA, HQ, 1st Signal Brigade (USASTRATCOM), APO 96384 28 February 1970

TO: Commanding General, United States Army, Vietnam, ATTN: AVHGC-DST,
APO 96375

1. Subject report is forwarded in accordance with AR 525-15.
2. Reference item "Communications", Para 2g, Page 16:

a. The lack of highly trained personnel, especially in the NCO grades in the field of multipair cable splicing and testing continues to be a major problem in construction and O&M within Vietnam. The contributing factors to this problem are due to the fact that the Army does not have an adequate training program for the MOS's 36C and 36E in installation and testing of multipair cable. This program has been identified in previous OLL's.

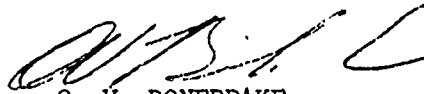
b. The recommendation for a crash training program is not considered a solution to the problem. The Army needs an advanced training program on a continuing basis to provide a higher degree of proficiency in multipair cable installation, techniques, and testing.

c. To conduct such a training program in Vietnam is not considered feasible. The normal tour of an individual in Vietnam is 12 months, therefore, a major portion of his tour would be spent in training and the Army would not receive maximum utilization of the individual.

d. The problem of obtaining adequate testing equipment can be alleviated by modification of TDA's and MTOE's. However, a study by ECOM is recommended to determine what test equipment is needed.

e. The 1st Signal Brigade currently conducts a cable splicing school at Long Binh, RVN, and has initiated OJT programs to relieve this situation. However, the problem of experienced personnel in MOS's 36C and 36E for the installation, testing, and troubleshooting of multipair cable remains a major problem.

FOR THE COMMANDER:


O. V. BONEBRAKE
Major, AGC
Adjutant General

CF:
Assistant Chief of Staff for Force Development, Department of the Army,
Washington, D.C. 20310
Commanding General, U. S. Army Strategic Communications Command,
ATTN: SCC-OPS-RT, Ft Huachuca, Arizona 85613
Commanding Officer, 160th Signal Group, APO 96491

AVHGC-DST (15 Feb 70) 2d Ind

SUBJECT: Operational Report - Lessons Learned of 160th Signal Group
for Period Ending 31 January 1970, RCS CSFOR-65 (R2)

HEADQUARTERS, UNITED STATES ARMY, VIETNAM, APO San Francisco 96375 25 MAR 1970

THRU: Commanding General, United States Army Strategic Communications
Command-Pacific, APO 96557

TO: Commander in Chief, United States Army, Pacific, ATTN: GPOP-DT,
APO 96558

This headquarters has reviewed the Operational Report-Lessons Learned
for the quarterly period ending 31 January 1970 from Headquarters, 160th
Signal Group and concurs with the comments of indorsing headquarters.

FOR THE COMMANDER:



C. E. MICHELS

MAJ, AGC

Assistant Adjutant General

Cy furn:
160th Sig Gp
1st Sig Bde

SCCP-OP3 (15 Feb 70) 3d Ind
SUBJECT: Operational Report - Lessons Learned of 160th Signal
Group for Period Ending 31 January 1970, RCS CSFOR-65
(R2)

Headquarters, United States Army Strategic Communications
Command-Pacific, APO San Francisco 96557 **20 APR 1970**

TO: Commander in Chief, United States Army, Pacific, ATTN:
GPOP-DT, APO 96558

1. Subject report is forwarded in accordance with AR 525-15.
2. This headquarters has reviewed and concurs with subject report as indorsed.

FOR THE COMMANDER:

Frank C. Mahin Col USA
FRANK C. MAHIN
COL, GS
Chief of Staff
Deputy Commander

CF:
CG, USARV, APO 96375 (wo incl)
CG, 1st Sig Bde (USASTRATCOM), APO 96384 (wo incl)
CO, 160th Sig Gp (USASTRATCOM), APO 96491 (wo incl)

GPOP-DT (15 Feb 70) 4th Ind

SUBJECT: Operational Report of HQ, 160th Signal Group for Period Ending
31 January 1970, RCS CSFOR-65 (R2)

HQ, US Army, Pacific, APO San Francisco 96558 22 APR 70

THRU: Commanding General, US Army Strategic Communications Command,
Fort Huachuca, Arizona 85613

TO: Assistant Chief of Staff for Force Development, Department of the
Army, Washington, D. C. 20310

This headquarters concurs in subject report as indorsed.

FOR THE COMMANDER IN CHIEF:



L.M. OZAKI
CPT, AGC
Asst AG

CF:

DA, ACSFOR

CG, USASTRATCOM-PAC

SCC-PO (15 Feb 70) 5th Ind

SUBJECT: Operational Report of HQ, 160th Signal Group for Period Ending
31 January 1970, RCS CSFOR-65 (R2)

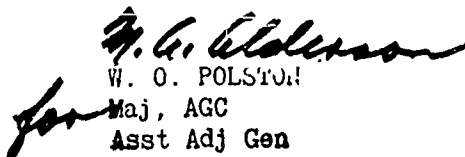
HQ, US Army Strategic Communications Command, Ft Huachuca, AZ 85613

29 APR 1970

TO: Assistant Chief of Staff for Force Development, Department of the
Army, Washington, D.C. 20310

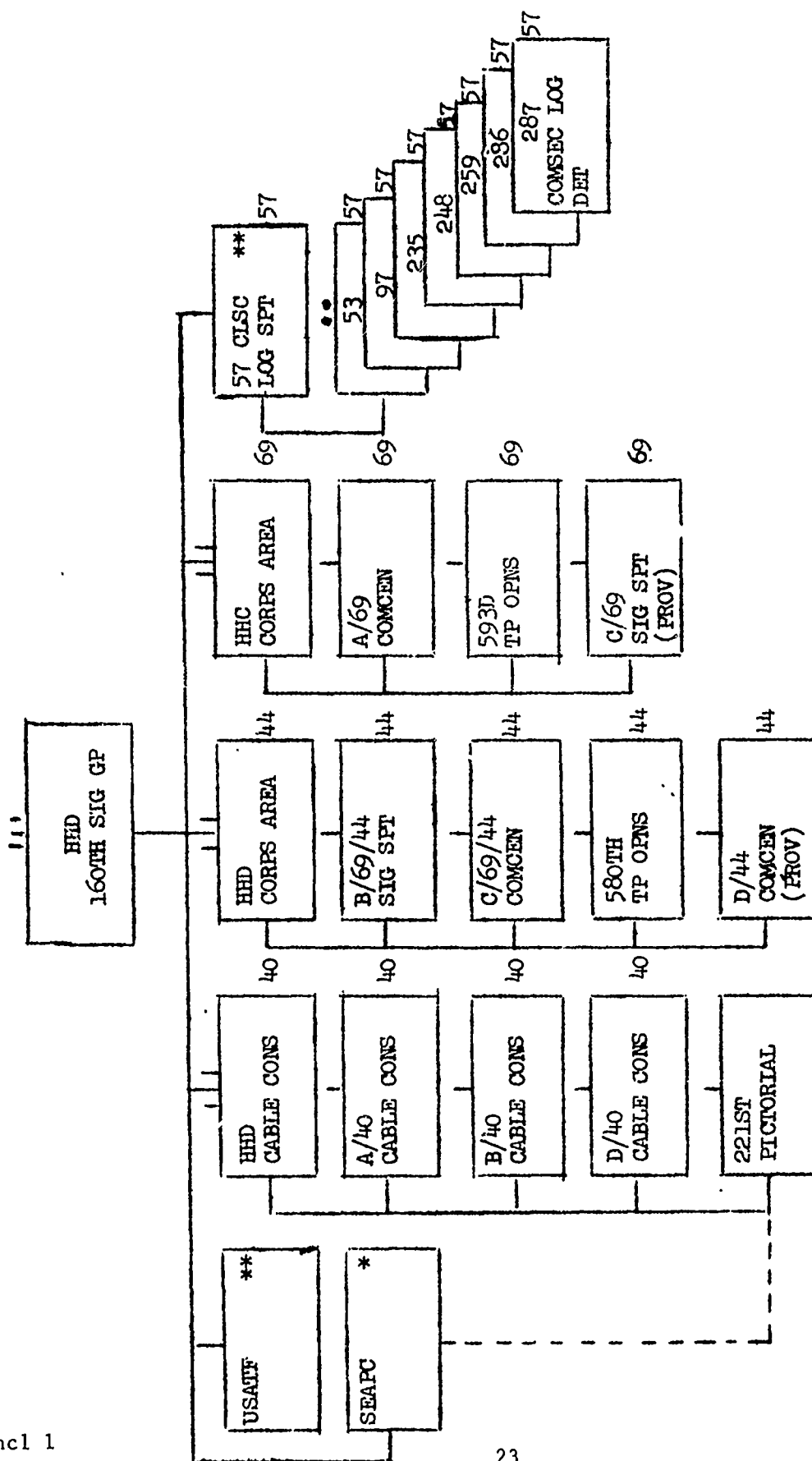
This headquarters concurs in subject report as indorsed.

FOR THE COMMANDER:



W. O. POLSTON
Maj, AGC
Asst Adj Gen

160TH SIGNAL GROUP



* OFCON USARV
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